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## **Application Documents**

Kampala, 13 November 2020

### **Section 1 - Call for Proposals**

#### **“Take on the P.E.A.R.L” Innovation Challenge Call**

The United Nations Development Programme (UNDP) Uganda in partnership with Ministry of Tourism, Wildlife and Antiquities; and Uganda Tourism Board hereby invites you to submit a Proposal to an Open Innovation Challenge for the above subject.

This Call includes the following documents:

- Section 1 – This Call for Proposals Invitation Letter
- Section 2 – Instructions to Innovators
- Section 3 – Terms of Reference
- Section 4 – Proposal Submission Cover Letter
- Section 5 – Innovator Information Form
- Section 6 – Template for Technical Proposal
- Section 7 – Template for Budget (Excel)

Your proposal comprising of a Proposed Solution, Proposed Budget and all other requested documents should be submitted in accordance with Section 2: Instructions to Innovators, Clause 18.

Should you need further clarification, kindly communicate with the contact person indicated in Section 2: Instruction to Innovators, duly assigned to handle all queries for this Call.

We look forward to receiving your proposal and thank you in advance for your interest in this UNDP Uganda Open Innovation Challenge Call.

## Section 2 – Generic Instructions to Innovators

### Take on the P.E.A.R.L Innovation Challenge Call

#### A. GENERAL

1. UNDP solicits Proposals in response to this Call. While innovators are encouraged to adhere to all the requirements of this Call, they are also encouraged to provide any suggestions and solutions that may achieve a more cost-effective and value-for-money approach to fulfilling the requirements of this Call.
2. Submission of a Proposal shall be deemed to constitute an acknowledgement by the Innovator that all obligations stipulated by this Call will be met and unless specified otherwise, the Innovator has read, understood and agreed to all the instructions provided in this Call.
3. Any Proposal submitted will be regarded as an offer by the Innovator and not as an acceptance of an offer of any Proposal by UNDP. This Call does not commit UNDP to award a contract.
4. Innovators shall not be in any position of conflict of interest arising from their current or future work with respect to UNDP.
5. All Innovators found to have a conflict of interest shall be disqualified. Innovators may be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
  - 5.1 are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, **Cost Analysis**, Terms of Reference and other documents to be used for the procurement of the goods and services to be purchased in this solicitation process;
    - 5.1.1 were involved in the preparation and/or design of the programme/project related to the services requested under this Call;
    - 5.1.2 have owners, officers, directors, controlling shareholders, or key personnel who are related by blood or affinity up to third civil degree to UNDP staff involved in procurement functions and/or the Government of the country receiving services under this Call;
    - 5.1.3 Submit more than one Proposal in this Call, either as an individual entity, or through its membership with a joint venture/consortium/association that is also submitting a Proposal for the same contract. However, this does not limit the participation of subcontractors in more than one Proposal;
    - 5.1.4 Have combined functions of consulting and supply of goods and the advisory services may lead to the procurement of such goods;
    - 5.1.5 Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, Innovators must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

6. The eligibility of Innovators that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as extent of Government ownership, receipt of subsidies, mandate, and access to information in relation to this Call, and others that may lead to undue advantage against other Innovators.

## **B. CONTENTS OF PROPOSAL**

### **7. Sections of Proposal**

Innovators are required to complete, sign and submit in email the following documents:

- 7.1 Proposal Submission Cover Letter (see Section 4);
- 7.2 Innovator Information Form (see Section 5);
- 7.3 Technical Proposal (see Section 6);
- 7.4 Budget and Work plan (see Section 7);
- 7.5 Any attachments and/or appendices to the Proposal, including documents establishing the eligibility and qualifications of the innovator, including:
  - Company Profile, which should not exceed three (3) pages, including printed brochures and product catalogues relevant to the goods/services being procured
  - Certificate of Registration of the business, including Memorandum and Articles of Incorporation, or equivalent document if Proposer is not a corporation

### **8. Clarification of Proposal**

Innovators may request a clarification of any of the Call documents no later than a seven (7) working days before the proposal submission date. Any request for clarification must be sent in writing, or by electronic means to the attention of the focal point in UNDP as indicated below. UNDP will respond in writing or by electronic means and will post written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Innovators through the main page of advertisement for the Call. UNDP shall endeavour to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.

Contact Details for submitting clarifications/questions:

**Focal Person in UNDP:** Elsie G. Attafuah

**E-mail address dedicated for this purpose:** [tenders.kampala@undp.org](mailto:tenders.kampala@undp.org) with a copy to [alexander.muhwezi@undp.org](mailto:alexander.muhwezi@undp.org)

## **C. PREPARATION OF PROPOSALS**

### **9. Cost of Proposal**

The Innovator shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether their Proposal was selected or not. UNDP shall in no case be responsible or liable for those costs, regardless of the conduct or outcome of the process.

### **10. Language of Proposal**

The Proposal, as well as all related correspondence exchanged by the Innovator and UNDP, shall be written in English. Any printed literature furnished by the Innovator written in a language other than English, must be accompanied by a translation English. For purposes of interpretation of the Proposal, and in the event of discrepancy or inconsistency in meaning, the version translated into the English shall govern.

### **11. Proposal Format**

As much as possible, the Innovator shall structure the Proposed Solution per the outline provided in ToRs and following the Template for Technical Proposal (Section 6). In addition, Innovators are

encouraged to use the Generic template for proposed budget and work plan (Excel) (Section 7) to list all major cost components associated with the service. All outputs and activities described in the Proposed Solution must be priced separately on a one-to-one correspondence in the Proposed Budget. Any output and activities described in the Proposed Solution but not priced in the Proposed Budget, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

## **12. Currencies of Proposals**

All prices from Innovators shall be quoted in Uganda Shillings (UGX)

## **13. Documents Establishing the Eligibility and Qualifications of the Innovator**

The Innovator shall furnish evidence of its status as an eligible and qualified vendor, using the forms provided under Documents Establishing the Eligibility and Qualifications of the Innovator. The documentary evidence of the Innovator's qualifications to perform the Contract, if the contract is awarded to the Innovator, shall be established to UNDP's satisfaction. This evidence shall include, and must demonstrate, the following:

- 13.1 That, in the case of an Innovator offering to supply goods under the Contract which the Innovator did not manufacture or otherwise produce, the Innovator has been duly authorized by the goods' manufacturer or producer to supply the goods in the country of final destination; and
- 13.2 That the Innovator has the financial, technical, and production capability necessary to perform the Contract.

## **14. Joint Venture, Consortium or Association**

If the Innovator is a joint venture, consortium, or association, all of the parties shall be jointly and severally liable to UNDP for the fulfilment of the provisions of the Contract and shall designate one party to act as a leader with authority to legally bind the joint venture, consortium, or association. The leader or lead entity, composition or the constitution of the joint venture, consortium, or association shall not be altered without the prior consent of UNDP.

## **15. Period of Validity**

Proposals shall remain valid for 4 months, commencing on the submission deadline date indicated in the Call. A Proposal valid for a shorter period shall be immediately rejected by UNDP and rendered non-responsive. In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Innovators to extend the period of validity of their Proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal.

## **D. SUBMISSION AND OPENING OF PROPOSALS**

### **16. Submission and Opening of Proposals**

Proposals must be submitted with all relevant attachments to the email address [tenders.kampala@undp.org](mailto:tenders.kampala@undp.org). The subject line must be clearly marked as "Innovation Challenge Scaling-up Inclusive Business Models Proposal", and MUST also bear the name of the Innovator. Please note that the maximum file size attachable is 35MB.

### **17. Deadline for Submission of Proposals and Late Proposals**

- 17.1 Proposals will be received by UNDP at the email address specified and evaluated on a rolling basis up to 14:00 hours on Friday 26 February 2021.

- 17.2 UNDP shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal received by UNDP after the deadline for submission of Proposals shall be declared late and rejected.

## **18. Withdrawal, Substitution, and Modification of Proposals**

- 18.1 Innovators are expected to have sole responsibility for taking steps to carefully examine in detail the full consistency of their Proposals to the requirements of the Call, keeping in mind that material deficiencies providing information requested by UNDP, or clarity in the description of services to be provided, may result in the rejection of the Proposal. UNDP shall not assume any responsibility regarding erroneous interpretations or conclusions made by the Innovator in the course of understanding the Call out of the data furnished by UNDP.
- 18.2 An Innovator may withdraw, substitute or modify its Proposal after it has been submitted by sending a written notice in accordance with Call Clause 19, duly signed by an authorized representative, and shall include a copy of the authorization. The corresponding substitution or modification of the Proposal must accompany the respective written notice. All notices must be received by UNDP prior to the deadline for submission and submitted in accordance with Clause 19 (except that withdrawal notices do not require copies). The respective emails shall be clearly marked "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION".
- 18.3 No Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Innovator on the Proposal Submission Form or any extension thereof.

## **19. Proposal Opening**

- 19.1 UNDP will open the Proposals according to procurement rules for opening applications receive by email.
- 19.2 The Innovators' names, modifications, withdrawals, the presence or absence of documents, and such other details as UNDP may consider appropriate, will be announced at the opening. No Proposal shall be rejected at the opening stage, except for late submission.

## **E. EVALUATION AND COMPARISON OF PROPOSALS**

### **20. Confidentiality**

- 20.1 Information relating to the examination, evaluation, and comparison of Proposals, and recommendation of contract award, shall not be disclosed to Innovators or any other persons not officially concerned with such process, after until publication of the contract award.
- 20.2 Any effort by an Innovator to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal.
- 20.3 In the event that an Innovator is unsuccessful, the Innovator may seek a meeting with UNDP for debriefing but said debriefing shall be limited to the discussions of the strengths and weaknesses of the Proposal of said Innovator, and no information relating to the Proposal or rating of other Innovators may be discussed.

### **21. Clarification of Proposals**

To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Innovator for a clarification of its Proposal. UNDP's request for clarification and the response shall be in writing. Notwithstanding the written communication, no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals. Any

unsolicited clarification submitted by an Innovator in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.

## **22. Preliminary Examination of Proposals**

UNDP shall examine the Proposals to determine whether they are complete, whether the documents have been properly signed, and whether the Proposals are generally in order. UNDP reserves the right to reject any Proposal after preliminary examination of Proposal, if UNDP finds justifiable reason for such rejection, including but not limited to the discovery of significant or material deviation, conflict of interest, fraud, among others.

## **23. Evaluation of Proposals**

- 23.1 UNDP shall examine the Proposals to confirm that all terms and conditions under the Instruction to Proposer and Innovators have been accepted by the Innovator without any deviation or reservation.
- 23.2 The evaluation committee shall review and evaluate the Proposals based on their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria and sub-criteria. Absolutely no changes may be made by UNDP in the criteria and sub-criteria after all Proposals have been received.
- 23.3 UNDP shall reserve the right to determine to its satisfaction the validity of information provided by the Innovator, through verification, due diligence and reference checking, among other means that it deems appropriate, at any stage within the selection process.

## **24. Responsiveness of Proposal**

- 24.1 UNDP's determination of a Proposal's responsiveness is to be based on the contents of the Proposal itself.
- 24.2 A substantially responsive Proposal is one that conforms to all the terms, conditions, and specifications of the Call without material deviation, reservation, or omission.
- 24.3 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Innovator by correction of the material deviation, reservation, or omission.

## **25. Nonconformities, Errors and Omissions**

- 25.1 Provided that a Proposal is substantially responsive, UNDP may waive any nonconformities or omissions in the Proposal that do not constitute a material deviation.
- 25.2 Provided that a Proposal is substantially responsive, UNDP may request the Innovator to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Innovator to comply with the request may result in the rejection of its Proposal.
- 25.3 Provided that the Proposal is substantially responsive, UNDP shall correct arithmetical errors on the following basis:
  - 25.3.1 if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price, in which case the line item total as quoted shall govern and the unit price shall be corrected;
  - 25.3.2 if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and



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- 25.3.3 if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the above.
- 25.4 If the Innovator does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

## **26. Fraud and Corruption**

UNDP implements a policy of zero tolerance on fraud and corrupt practices and is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities.

## **F. AWARD OF CONTRACT**

### **27. Right to Accept, Reject, or Render Non-Responsive Any or All Proposals**

UNDP reserves the right to accept or reject any Proposal, to render any or all Proposals as nonresponsive, and to annul the challenge and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Innovator, or any obligation to inform the affected Innovator(s) of the grounds for UNDP's action.

### **28. Award Criteria**

Prior to expiration of the period of proposal validity, UNDP shall award the contract to the qualified Innovator with the highest evaluated score based on the evaluation method indicated in the Terms of Reference.

### **29. Right to Vary Requirements at the Time of Award**

At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum 15% of the total price offer, without any change in the unit price or other terms and conditions.

### **30. Contract Signature**

Within fifteen (15) days from the date of receipt of the Contract, the successful Innovator shall sign and date the Contract and return it to UNDP.

### **31. Information to the Unsuccessful Innovators**

UNDP shall write a letter of regret or an email to inform all unsuccessful shortlisted Innovators as soon as a contract is signed with the most responsive offeror.

## Section 3 - Terms of Reference

### I. GENERAL INFORMATION

<b>Title of the Innovation Challenge:</b>	Take on the P.E.A.R.L Innovation Challenge Call
<b>Agency:</b>	UNDP Uganda
<b>Managing Unit:</b>	Inclusive Green Growth Programme
<b>Type of Contract:</b>	Agreement between UNDP and the Winning Companies under the “Take on the P.E.A.R.L” Innovation Challenge

### II. BACKGROUND

Uganda is endowed with abundant natural resources and a rich cultural and historical heritage which are the base for its tourism industry. The country is home to over 53.9% of the world’s mountain gorilla population, 7.8 percent of the world’s mammal species, 11% of the world’s bird species, beautiful mountain ranges including the snow-capped Rwenzori Mountain ranges; and water bodies including Lake Victoria - the second largest freshwater lake as well as the source of the River Nile, the world’s longest river; among others.

Government of Uganda has over the last decade prioritized the development of the country’s tourism resources in its planning frameworks including Vision 2040 and the recently launched National Development Plan III (2020/21 – 2024/25). Prior to the disruption brought about by the novel Corona Virus Disease (COVID-19), tourism was Uganda’s leading foreign exchange earner, driving socio-economic development and job creation, particularly for the youth and women; and made significant contributions to the country’s Gross Domestic Product (GDP).

Uganda received over 1,500,000 tourist arrivals in 2019 up from 500,000 in 2012. Tourism also accounted for 5.6% of Uganda’s GDP in 2019 up from 3.7% in 2012. The tourism industry generated USD 1.787 billion in foreign exchange and employed over 536,600 people (5.8% of the total employment) in 2019 and was forecast to grow by over 3% in 2020. Notwithstanding this positive trend, the sector is yet to realize its full potential in part due to the relatively low competitiveness of Uganda’s tourism in comparison to her neighbours, Kenya, Rwanda and Tanzania. The World Economic Forum’s (WEF) travel and tourism competitiveness 2019 report ranks Uganda as the 112<sup>th</sup> overall competitive destination in the world out of 140 countries. Kenya, Tanzania and Rwanda are ranked 82<sup>nd</sup>, 95<sup>th</sup> and 107<sup>th</sup> respectively.

Key constraints to Uganda’s competitiveness as a tourism destination include the low quality of service, relatively high prices, inadequate skilled human resource, high operational costs and unfavourable tax regulations for tourism MSMEs; inadequate tourism support infrastructure; and a narrow product range. About 95% of the country’s tourist packages focus on wildlife products, largely neglecting opportunities in eco-tourism, adventure tourism, water-based and special interest attractions such as cultural and community-based tourism.

Also, despite the potential to include young people and local communities in tourism value chains, they are still largely excluded. The young people and communities living near and around Uganda’s tourism attractions have largely not been able to transform the experience of having tourist visitors



in their area into business and income earning opportunities; for instance, through offering community-based tourism products or providing goods and services to companies, lodges or restaurants that cater to tourists in these areas.

The advent of the novel Corona Virus Disease (COVID-19) has not only caused a global health emergency and created new challenges, but also severely impacted on the tourism industry particularly Micro, Small and Medium enterprises offering tourism experiences. To stem the spread of COVID-19, Uganda like several other countries, adopted wide range of strict “lockdown” measures which resulted in significant disruptions to tourism activities. A socio-economic impact assessment of COVID-19 by the United Nations in Uganda estimates that the tourism sector is projected to lose US\$5 billion in revenue over the next 5-year period (2020-2025).

The impact of COVID-19 threatens to increase poverty and widen inequality; and reverse nature and cultural conservation efforts as a significant number of youths, women and communities dependent on tourism for a living are now unemployed and or out of business. An Assessment by the UN in Uganda estimates that national poverty rates could rise between approximately 2 and 8% with the increase in unemployment resulting in a 15.7% increase in the poverty rate among wage earning households. Also, most of the vulnerable communities benefiting from tourism revenue sharing from National Parks are expected to lose USD 3 million or more by 2025.

### III. RATIONALE

Inclusive businesses - defined as businesses that include the marginalised on the demand side as customers, and on the supply side as owners, employees, producers and entrepreneurs at various points within the value chain - present a promising approach to realize the sector’s full potential and recover from the impact of COVID-19. Inclusive business models have potential to offer solutions that address that build capacity, enhance competitiveness, and provide employment especially of the youth. By including the marginalised such as women and youth; and local communities in tourism value chains as owners, producers, employees or entrepreneurs the tourism sector can increase its competitiveness.

However, inclusive businesses face enterprise level challenges that prevent them from growing and/or scaling-up (geographically or into different product and service lines) thereby undermining their potential positive impact on target communities. These challenges need to be identified and tackled. They may include gaps in business, technical and financial capacity. In line with its Private Sector Strategy, UNDP is well positioned to support green recovery and inclusive growth through innovative approaches of inclusive market development (IMD). Through IMD, UNDP engages the private sector and other stakeholders to improve opportunities for the poor, young people and women to participate in markets.

### IV. OBJECTIVE OF THE CHALLENGE

UNDP Uganda in partnership with the Ministry of Tourism, Wildlife and Antiquities (MTWA); and Uganda Tourism Board (UTB) have initiated the “Take on the P.E.A.R.L Innovation Challenge Call”. This Innovation Challenge Call will support the piloting and or scaling of inclusive business solutions as a mechanism to recover from the impact of COVID-19, by addressing key business level barriers through targeted funding and/or targeted technical assistance. P.E.A.R.L refers to **Private**-Sector Lead; **Effective** and Feasible solution; **Additionality** (from a development/donor perspective); Addressing



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**COVID Recovery & Resilience; Improve Livelihoods.** Applicants should present an innovative idea/solution that helps them to scale-up operations and impact.

UNDP in partnership with the Ministry of Tourism, Wildlife and Antiquities (MTWA); and Uganda Tourism Board (UTB) is inviting proposals from interested innovators who can implement their suggested ideas in an inclusive and sustainable manner. All proposals must present the business model of the company/organization, show how it is inclusive and financially viable, explain which barriers the business/organization faces in scaling up, how the prize award would be used to overcome them, and what impact the solution would have on low income people and local communities.

UNDP will support inclusive businesses to scale-up operations through this Innovation Challenge Call. This is expected to result into clear positive impacts on the target beneficiaries, and the promotion of Uganda as a preferred tourism destination for sustainable and inclusive tourism.

## **V. CONSIDERATIONS FOR PREPARING THE PROPOSED SOLUTION**

### **Who can apply?**

Applications must be led by a private sector firm or a not-for-profit social enterprise with a financially sustainable business model.

- The organization must already operate an inclusive business. It must be able to show that a significant number of low-income people are already included in its value chain in a strategic way and for mutual benefit.
- It must match the price award as part of its proposed budget (in cash or in-kind).

### **How to apply?**

- Applicants must submit a proposal including a proposed solution for funding support. The proposed solution must explain the business model of the company, show how it is inclusive and financially viable, and explain which barriers the business faces in scaling up, and how the prize award would be used to overcome them.
- An outline of the proposal/proposed solution is provided in Section 6 below.
- Submit your proposal and other related documents to [tenders.kampala@undp.org](mailto:tenders.kampala@undp.org) by no later than 14:00 hours, Friday 26 February 2021. UNDP will receive, evaluate and award successful applicants on a rolling basis up to 14:00 hours, Friday 26 February 2021.

## **VI. THE PRIZE**

- Winners can receive up to US\$ 40,000 in cash and/or in-kind support (goods and services) through this Innovation Challenge. For example, if your business/organization struggles with a lack of skilled staff, the funding could be used for a training program. It could also be used to fund trainings of local communities to deliver products or services at a quality that matches market demand.
- The prize award contribution must be matched with at least the same amount by the recipient of the award, in cash or in-kind. In cash contribution on the part of innovators are encouraged and will be preferred in the evaluation. In case of in-kind matching, only new contributions (as opposed to existing resources) by the applicant will be taken into consideration. However, reassigning current employees to implement the proposed solution by carrying out new activities shall be considered an in-kind contribution.

## **VII. SUBMITTING YOUR PROPOSED SOLUTION**

All proposed solutions must follow this Outline:

### **SECTION I. EXPERTISE OF FIRM/ ORGANISATION**

- 1.1 Brief Description of Proposer as an Entity
- 1.2 Financial Capacity and/or Standing
- 1.3 Summary of Key Personnel Qualifications
- 1.4 Summary of Management Structure
- 1.5 Track Record and Experiences of having received similar support and managed the funding appropriately

### **SECTION II. TITLE OF BUSINESS MODEL**

- 2.1 Business Model and Business Activities and Results showing financial viability or clear plan to get there
- 2.2 Impact on the jobs and livelihoods
- 2.3 Catalytic role for the industry
- 2.4 Potential for Replication or Scaling of the Business Model
- 2.5 Key constraints that the business model currently faces to scale-up

### **SECTION III. PROPOSED SCALING UP SOLUTION**

- 3.1 Proposed solution explained
- 3.2 Need for public sector support
- 3.3 Approach for the implementation of the solution
- 3.4 Implementation Timelines
- 3.5 Implementation Budget and own contribution (please use the attached Excel sheet to document your budget)
- 3.6 Risk and Mitigation Measures
- 3.7 Reporting and Monitoring
- 3.8 Anti-corruption Strategy
- 3.9 Partners for the Project (if any)

### **ANNEXES**

- Company Registration Certificate (Annex 1)
- Tax/VAT Certificate (Annex 2) if Applicable
- Two Years Audited Financial Statements (Annex 3), or equivalent, if available.

## **VIII. CRITERIA FOR SELECTING THE WINNING INNOVATOR**

UNDP will set up an evaluation committee, comprising mainly of UNDP staff, to review all proposals received using UNDP's principles of fairness and integrity.

The following criteria will guide the selection of the winning proposal:

- Company has a solid performance track record (30%)
- Business model is sustainable, scalable, catalytic, and has a proven significant impact on the poor (30%)

- Proposed solution is effective and feasible with the available means and partner contribution (40%)

Please see the detailed scoring matrix and how points will be assigned, below:

Summary of Proposed Solution Evaluation Form		Points Obtainable	Score Weight
1	Relevant Expertise of the Firm / Organization, including: <ul style="list-style-type: none"><li>▪ Reputation, credibility, reliability, industry standing</li><li>▪ General organizational capability</li><li>▪ Experience of having received similar support and managed the funding appropriately</li></ul>	50  150 100	
Sub Total		300	30%
2	Commercial viability of the business model and impact on the poor and the industry, including: <ul style="list-style-type: none"><li>▪ Commercial sustainability of the business model</li><li>▪ Proven positive impact on the poor</li><li>▪ Potential for scaling or replication</li><li>▪ Catalytic effect on the industry</li></ul>	75 75 100 50	
Sub Total		300	30%
3	Effectiveness and feasibility of the proposed solution with the available means and additionality, including: <ul style="list-style-type: none"><li>▪ Effectiveness of the solution to solve the identified scaling up constraints</li><li>▪ Feasibility of the solution</li><li>▪ Own financial contribution to the project</li><li>▪ Capacity to measure success and report back on results</li></ul>	120  100 100 <sup>1</sup> 80	
Sub Total		400	40%
	TOTAL	1000	100%

## IX. PAYMENT MILESTONES

UNDP will avail up to USD 40,000 to be paid directly to the Innovator, and it will be disbursed in Uganda Shillings based on the effective UN exchange rate, and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Percentage of Payment
1 <sup>st</sup> Instalment	Agreed upon Action Plan with clear timeline and budget for how the prize award will be used	70%
2 <sup>nd</sup> Instalment	Final report showing completion of action plan by 30 November 2021	30%

<sup>1</sup> Innovators matching UNDP funding with own funds one-to-one will receive 80 points. Innovators contributing more own financing than received from UNDP will receive 100 points, while Innovators contributing less own financing than UNDP funding are ineligible to this call and will not be assessed.

## **X. MANAGEMENT ARRANGEMENTS**

1. The innovator will work closely with the UNDP Country Office in Uganda. The innovator will be supervised by the Resident Representative, UNDP Uganda. A focal point on the side of the innovator will be agreed upon for the implementation of this agreement during an inception meeting.
2. The innovator will develop and propose their own methodology to carry out the tasks described above, which should be guided by the considerations detailed in these ToRs, as well as the UNDP Innovation Challenge Policy (which is the guiding policy for this call).
3. The innovator will sign a twelve (12) months Agreement with UNDP under the “Take on the P.E.A.R.L Innovation Challenge”
4. The target date for kickstarting implementation is Monday 30 November 2020, by which time the innovator should have been identified and the agreement signed.



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## Section 4 - Proposal Submission Cover Letter

[Insert Place, Date]

To: Elsie G. Attafuah  
Resident Representative

Dear Sir/Madam:

We, the undersigned, hereby submits our Proposal in accordance with your Open Innovation Challenge call dated Monday 16 November 2020.

We hereby declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation contained in it may lead to our disqualification. We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this Call, the Instruction to Innovators and the General Terms and Conditions of UNDP's Innovation Challenge Agreements for companies.

We agree to abide by this Proposal for 120 Days.

We undertake, if our Proposal is accepted, to initiate the services as soon as agreed with UNDP.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Yours sincerely,

Authorized Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

*[Please mark this letter with your corporate seal, if available]*

## Section 5 - Innovator Information Form<sup>2</sup>

Scaling up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all

Date: *[insert date (as day, month and year) of Proposal Submission]*

Page \_\_\_\_\_ of \_\_\_\_\_ pages

1. Innovator's Legal Name <i>[insert Proposer's legal name]</i>		
2. In case of Joint Venture (JV), legal name of each party: <i>[insert legal name of each party in JV]</i>		
3. Actual or intended Country/ies of Registration/Operation: <i>[insert actual or intended Country of Registration]</i>		
4. Year of Registration: <i>[insert Proposer's year of registration]</i>		
5. Countries of Operation	6. No. of staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Proposer's legal address in country of registration]</i>		
9. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
10. Innovator's Authorized Representative Information Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's name]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's name]</i> Email Address: <i>[insert Authorized Representative's name]</i>		
11. Are you in the UNPD List 1267.1989 or UN Ineligibility List ? <input type="checkbox"/> YES or <input type="checkbox"/> NO		
12. Attached are copies of original documents of: <input type="checkbox"/> If Joint Venture/Consortium – copy of the Memorandum of Understanding/Agreement or Letter of Intent to form a JV/Consortium, or Registration of JV/Consortium, if registered <input type="checkbox"/> If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law.		

<sup>2</sup> The Innovator shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

## Joint Venture Partner Information Form (if Registered)<sup>3</sup>

Date: *[insert date (as day, month and year) of Proposal Submission]*

Page \_\_\_\_\_ of \_\_\_\_\_ pages

1. Innovator's Legal Name: <i>[insert Proposer's legal name]</i>		
2. JV's Party legal name: <i>[insert JV's Party legal name]</i>		
3. JV's Party Country of Registration: <i>[insert JV's Party country of registration]</i>		
4. Year of Registration: <i>[insert Party's year of registration]</i>		
5. Countries of Operation	6. No. of staff in each Country	7. Years of Operation in each Country
8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Party's legal address in country of registration]</i>		
9. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved.		
10. JV's Party Authorized Representative Information Name: <i>[insert name of JV's Party authorized representative]</i> Address: <i>[insert address of JV's Party authorized representative]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Party authorized representative]</i> Email Address: <i>[insert email address of JV's Party authorized representative]</i>		
11. Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2. <input type="checkbox"/> In case of government owned entity, documents establishing legal and financial autonomy and compliance with commercial law.		

<sup>3</sup> The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.



## Section 6 – Technical Proposal Form

### Take on the P.E.A.R.L Innovation Challenge

#### Technical Proposal

**Legal Name of Proposing Organization / Firm:** [insert here]

**Country of Registration:** [insert here]

**Year of Registration:** [insert here]

**Name of Signatory for this Proposal:** [insert here]

**Designation of the Signatory:** [insert here]

**Date of Preparation:** [insert here]

**Email:** [insert here]

**Business Address:** [insert here]

**Phone / Fax:** [insert here]

#### Table of Contents

##### Executive Summary

Summary of proposed idea/solution outlining key elements of the challenge that the solution addresses and key elements of innovation in the proposed solution

##### Section I. Expertise of Firm/ Organisation

- 1.1 Brief Description of Proposer as an Entity
- 1.2 Financial Capacity and/or Standing
- 1.3 Summary of Key Personnel Qualifications
- 1.4 Summary of Management Structure
- 1.5 Track Record and Experiences of having received similar type and amount of support and managed the funding appropriately

##### Section II. Challenge and Solution Statement

- 2.1 Problem/Challenge that will be addressed
- 2.2 Idea/Solution to address the Problem, clearly outlining Elements of Innovation
- 2.3 Current Business Model, Business Activities and Results showing Social Impact and Financial Viability or clear Plan to get there
- 2.4 Constraints that the Business Model currently faces to implement or scale-up the Solution
- 2.5 Explanation why and where Innovation Challenge Award is needed to implement or scale-up the Solution
- 2.6 Impact on the Poor of the suggested Solution
- 2.7 Catalytic Role for the Industry of the suggested Solution

## 2.8 Potential for Replication or Scale of the suggested Solution

### **Section III. Implementation Approach and Methodology**

- 3.1 Approach and Methodology for Implementation of the Solution
- 3.2 Implementation Timeline
- 3.3 Implementation Budget and own Contribution (please use the attached Excel sheet to document your budget and attach as annex 1)
- 3.4 Risk and Mitigation Measures
- 3.5 Reporting and Monitoring
- 3.6 Anti-corruption Strategy
- 3.7 Partners for the Project (if any)

### **Annexes**

- Implementation Budget and own Contribution (Annex 1)
- Company Registration Certificate (Annex 2)
- Memorandum and Articles of Incorporation (Annex 3)
- Two Years Audited Financial Statement or equivalent, (Annex 4)

**Technical Proposal Format**  
[Insert Title of the Services]

**Note:** Technical Proposals not submitted in this format may be rejected. The technical proposal shall not be longer than ten (10) pages, excluding annexes.

## Executive Summary

This section should present a brief summary (no more than one page), that should include: summary of the proposed idea/solution outlining key elements of innovation in the proposed solution and how the solution will support the innovator to overcome its challenges.

## Section I. Expertise of Firm/ Organisation

*This section should fully explain the Proposer's resources in terms of personnel and facilities necessary for the performance of this requirement.*

### 1.1 Brief Description of Proposer as an Entity

*Provide a brief description of the organization/firm submitting the proposal, its legal mandates/authorized business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Include reference to reputation, or any history of litigation and arbitration in which the organisation/firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.*

### 1.2 Financial Capacity and/or Standing:

*Provide a brief description of the organization / firm financial stand which clearly indicate its strength to Technical Panel who will appraise the proposal. Provide as an attachment the latest two years Audited Financial Statement or equivalent, if available.*

### 1.3 Summary of Key Personnel Qualifications

*Provide a brief description of the key personnel relevant for the planning and implementation of this activity. Include short biographies of key personnel that demonstrate the qualifications in areas relevant to the scope of activities. You are advised to provide the summary of the key personnel who will be engaged in in the project as per the following template*

No.	Name of Personnel	Position in the Organization	Specialization	Professional Experience (in years)
1				
2				
3				
4				
5				
6				
...				

#### 1.4 Summary of Management Structure

*Provide a brief description of the overall management approach toward planning and implementing this activity. If applicable, include an organization chart for the management of the project describing the relationship of key positions and designations.*

#### 1.5 Track Record and Experiences of having received similar type and amount of support and managed the funding appropriately

*Present track record and experiences of the organization of having received similar type and amount of support within the last five (5) years which are related or relevant to those required for this Terms of Reference (ToRs). You are advised to use the format below.*

Project	Funding Source and Amount	Status
Project Name:	Name of Funder*:	
Project Purpose:	Funding Amount:	
Project Objectives:	Other Support:	
Project Duration:		
...		
...		

\*Include Contact Details (Name, Title, Phone, Email)

## Section II. Challenge and Solution Statement

*This section should fully explain the challenge that the innovators intends to address through this project and the suggested solution (including its title) on how to overcome it. In addition, this section should outline the business model of the innovator and highlight the expected effects the solution will have on the poor and the development of the industry or sector.*

#### 2.1 Problem/Challenge that will be addressed

*Provide a brief description of the problem or challenge that your organization or the targeted industry sector is facing and that your organization will address with support of the Innovation Challenge Award.*

#### 2.2 Idea/Solution to address the Problem, clearly outlining Elements of Innovation

*Provide a detailed description of the idea or solution that your organization wants to implement to address the problem or challenge outlined in 2.1. Clearly outline the innovative elements of your idea or solution.*

#### 2.3 Current Business Model, Business Activities and Results showing Social Impact and Financial Viability or clear Plan to get there

*Describe your current business model, business activities and results to date. Clearly outline the financial viability of your business model as well as the social impact of your business model. In case your business model is not yet financially viable or has not yet had a clear social impact, outline a clear plan to get there within the next year, including with support of the Innovation Challenge Award.*

## **2.4 Constraints that the Business Model currently faces to implement or scale-up the Solution**

*Provide a brief description of the challenges or constraints that your organization is currently facing and that are preventing your organization from implementing or scaling-up the idea or solution outlined in 2.2.*

## **2.5 Explanation why and where Innovation Challenge Award is needed to implement or scale-up the Solution**

*Provide a brief explanation for why and for what purpose the financial and/or technical assistance of the Innovation Challenge Award is needed to implement or scale-up the idea or solution outlined in 2.2.*

## **2.6 Impact on the Poor of the suggested Solution**

*Provide a detailed description of the expected qualitative and quantitative impact that a successful implementation or scale of your idea or solution outlined in 2.2 would have on the poor.*

## **2.7 Catalytic Role for the Industry of the suggested Solution**

*Provide a detailed description of the expected effect that a successful implementation or scale of your idea or solution outlined in 2.2 would have on the industry or sector. This can also refer to the effect of your business model on the overall development of the industry or sector after the successful implementation of your idea or solution. Note that the catalytic role for the industry is “high” if the business model unlocks opportunities for other stakeholders in the industry or sector. It is “low” if the business model only has “isolated impact” in its direct area of operation.*

## **2.8 Potential for Replication or Scale of the suggested Solution**

*Provide a brief description of the potential for replication or scale of the suggested idea or solution outlined in 2.2. This can also refer to the potential for replication or scale of your business model after the successful implementation of your idea or solution.*

# **Section III. Implementation Approach and Methodology**

*This section should fully outline the methodology and implementation approach for the project. The implementation approach and timeline as well as the budget should be effective to achieve the suggested solution or idea and be realistic in terms of time and assumptions.*

## **3.1 Approach and Methodology for Implementation of the Solution**

*Provide a detailed description of the methodology and implementation approach that your organization envisions to successfully implement the suggested idea or solution outlined in 2.2, keeping in mind the appropriateness to local conditions and project environment. The methodology shall also include details of your organization’s internal technical and quality assurance review mechanisms.*

## **3.2 Implementation Timeline/Work plan**

*Present a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. You are advised to use the attached EXCEL sheet called “Work Plan”.*

### 3.3 Implementation Budget and own Contribution (please use the attached Excel sheet to document your budget and attach as annex 1)

*Present a detailed breakdown of how the Innovation Challenge Award money disbursed by UNDP to the benefit of your organization will be used; and a breakdown of the proposed matching by your organization, be it in cash or in-kind. You are advised to use the attached EXCEL sheet called "Budget".*

### 3.4 Risk and Mitigation Measures

*Briefly describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. You are advised to use the format below.*

Potential Risk	Significance Level (H, M, L)*	Probability of Occurrence (H, M, L)*	Risk Mitigation Measures to be Taken

Note: \* H: High; M: Medium; L: Low

### 3.5 Reporting and Monitoring

*Provide a brief description of the mechanisms proposed for this project for reporting to the UNDP and partners, including a reporting schedule.*

### 3.6 Anti-corruption Strategy

*Provide a brief description of the anti-corruption strategy that will be applied in this project to prevent the misuse of funds.*

### 3.7 Partners for the Project (if any)

*If relevant, explain any partnerships with local, international or other organizations that are planned for the implementation of the project and attach duly signed Memorandum of Understanding (MoU) between the partners. Special attention should be given to providing a clear picture of the role of each entity, how everyone will function as a team and whether team members have successfully worked together on previous projects. Note that proposals can only be submitted by organizations that are legally registered in the country where the project will be implemented.*